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**CONFIDENTIAL**

8 APR 1964

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MEMORANDUM FOR: [REDACTED]

SUBJECT : Clerical Recruiting

1. I share your concern about the thinning stream in our clerical pipeline. Clerical intake was substantially reduced in the effort to bring the Agency's on-duty strength down to a lower ceiling by 30 June. Also, the practice of bringing clericals in on provisional clearance was stopped as an economy measure.

2. There is at least a suggestion that within the Agency some elements have relied on non-replacement, or only partial replacement, of clerical attrition as a principal means of reducing on-duty strength. I have no direct evidence that this has been overdone but I sense that in some of the lower echelons there is now a sense of urgency in requests for additional clerical personnel.

3. As you know, we have put clerical recruitment on a year-round basis--at least to the point of smoothing out the seasonal peaks of the past. Our recruiters are convinced that they can meet any reasonable clerical requirements if given one-quarter's notice of the requirements for the succeeding quarter.

4. I am attaching our most recent estimate of clerical recruitment requirements for the months ahead. We believe that we can fulfill them under our present ground rules--no EOD without full clearance received and year-round recruitment. If we have missed the boat, we will have to put on an intensive recruitment campaign and be given the funds needed to support a seasonal intake of clericals on a provisional basis.

5. I would suggest that we don't change the ground rules until we have given them a chance to work.

[REDACTED]  
Emmett D. Echols  
Director of Personnel

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Attachment: A/S

DOC	16	DATE	20/04/80	NO	877
ORIG CLASS	5	32	01		
ORIG CLASS	5	3			C
JUST	22	REASON	20/2	ALIAS	HR 10-2

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification